



DEFENSE SECURITY COOPERATION AGENCY

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In reply refer to:
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MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Implementation of Non-Military Department (MILDEP) DoD International Affairs (IA) Certification Program (DSCA 04-29)

I am pleased to implement the Non-MILDEP DoD IA Certification Program. The program, as enacted in the attached document applies particularly to the segment of the IA workforce positioned within DSCA and other DoD agencies. Each MILDEP has its own plan and all are reciprocally recognized.

Most importantly, this program provides the methodology for systematically identifying personnel with the knowledge, skills, and abilities (KSAs) needed to perform IA duties effectively and efficiently. These KSAs apply to personnel in entry-level, mid-management, and senior-leadership positions who perform IA duties under DSCA's purview. The program's specific courses or programs are appropriate for inclusion in employee Individual Development Plans (IDP) for all IA related disciplines. Additionally, this package also provides guidelines for supervisors – a key responsibility in the process – for use of the program in related personnel activities.

My overall point of contact for this program is Dr. Ron Reynolds, Commandant, DISAM, DSN 785-6538, commercial (937) 255-6538, Ronald.Reynolds@disam.dsca.mil. The DSCA HQ point of contact is Mr. David Rude, Deputy Director, DSCA/OPS-ADMIN, DSN 664-6569, commercial (703) 604-6569, david.rude@dsca.mil.

Richard J. Millies
Acting Director

Attachments:

1. International Affairs Certification Program for Non-MILDEP DoD Personnel
2. International Affairs Certification Program & Personnel System Implications Guidelines for Supervisors

DISTRIBUTION LIST

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*International Affairs Certification
Program for
~~Non-MILDEP~~ DoD Personnel*

August 2004

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1.0 Introduction

This document publishes the *International Affairs Certification and Career Development Guidelines for Non-MILDEP DoD Personnel*.¹ Titles 10 and 22 of the U.S. Code define International Affairs (IA) program areas. Successful program execution under either section requires specific, crosscutting, functional expertise. These areas include:

- Security Assistance (e.g., Foreign Military Sales (FMS), Logistics Management, Acquisition Management)
- International Cooperative Research, Development, or Acquisition
- International Security, Foreign Disclosure, and Technology Transfer Control
- International Financial Management

Specific national security activities that support these areas may include, but are not limited to, international programs; policy formulation and development; political/military analysis; weapons comparative analysis; country advocacy; international training programs; foreign disclosure determinations; export license reviews and determinations; FMS; attaché affairs; and Foreign Area and Security Assistance Officers.

A variety of defense and national security organizations require personnel with specialized International Affairs expertise to successfully execute international affairs programs. Building on the November 7, 2001, *Department of Defense International Affairs Certification Guidelines*, this document provides the means of assuring certain levels of education, training, and experience in international affairs are achieved, through a recognized certification process. While certification is not required for employment, such certification of functional expertise can be a great aid to supervisors needing personnel with specialized skills to meet mission requirements. (See separate "Guidelines for Supervisors" document.) Therefore, personnel interested in advancing their careers in IA are encouraged to pursue professional development opportunities and receive recognition at the highest level of IA Certification for which they are qualified.

2.0 Purpose

This certification implementation plan is for members of the IA workforce not employed by the Military Departments (MILDEPs). Each MILDEP has established certification programs and personnel working for those organizations are encouraged to contact their component for specifics on International Affairs Certification for MILDEP personnel. It is expected that practitioners within the International Affairs profession working for the

¹ MILDEP personnel performing IA duties within DoD should apply for certification through their MILDEP POCs in accordance with the MILDEP's procedures. This document provides the certification processes for non-MILDEP DoD IA personnel.

Defense Agencies and various National Security organizations will find the information on certification and related career development extremely helpful. As IA professionals advance throughout their careers and receive recognition through participation in the certification process the government will benefit from their dedication and attention to their careers. Certification provides a means to recognize professional accomplishments and enables supervisors and program managers to employ the workforce commensurate with the demands of the IA Community.

This document sets forth certification guidelines that provide a systematic methodology for identifying personnel with the knowledge, skills, and abilities (KSAs) needed to perform IA duties effectively and efficiently. These KSAs apply to personnel in entry-level, mid-management, and senior-leadership positions who perform IA duties under DSCA's purview. The plan's specific courses or programs are appropriate for inclusion in employee Individual Development Plans (IDP) for all IA related disciplines.

3.0 Multi-tiered Certification

Multi-tiered certification programs are the norm in career programs throughout DoD. These programs use training, education, and work experience to differentiate the certification levels. IA certification uses these same criteria. As noted in the introduction, certification is not used as a recruitment requirement, but it does assist management in the identification of individuals who possess competencies essential to successful performance. Table 1 is consistent with career path guidelines in Tables 3-7, Sections 6.1 – 6.6; however, Civil Service grade or military rank is not a criterion for certification at any level.

Table 1: International Affairs Certification Standards

| Level | Description | Grade Range |
|--|--|----------------------------------|
| I <i>Basic or Entry Level</i> | Level I training standards are designed to establish fundamental qualifications and expertise in the individual's IA functional specialty. This fundamental qualification is the foundation of career progression and prepares motivated personnel for positions of greater responsibility. At this level, trainees are exposed to their primary functional tasks as they are performed in an IA environment. They also become familiar with other, interrelated, disciplines. | GS-05 through GS-9 or NH-II |
| II <i>Intermediate or Journeyman Level</i> | At Level II, emphasis on the functional specialization declines and the individual broadens his or her experience in processes unique to the IA community. Broadening continues, including on-the-job rotational assignments, with the time and responsibilities in each assignment increasing. | GS-11 through GS-13 Or NH-III |
| III <i>Advanced or Senior Level</i> | When individuals reach senior levels in the IA community, they should have completed all mandatory training and education requirements of this higher level (or their equivalents). They should also have gained the mandatory experience in a variety of areas within their primary functional and IA duties. | GS-14 and above or NH-IV |

4.0 International Affairs Certification Requirements:

The following general requirements may be further refined within the grade-level guidelines contained later in this document. These general requirements are, however,

the *minimum* for the DSCA IA 'prime candidate population' to become certified at the respective level.

4.1 Level I Certification

4.1.1 Approved by the individual supervisor and awarded by DISAM

4.1.2 Education (Desired): Baccalaureate degree with a major appropriate to the career field.

4.1.3 Training:

- DISAM International Programs Security Requirements Course (NOTE: IPSR course completion credit also granted to graduates of DISAM SAM-C and SAM-O subsequent to October 2000) and
- Introductory functional development courses offered by MILDEP or
- Defense Acquisition University (DAU); and
- DISAM's Introductory Security Assistance course, (SAM-C, SAM-O) or
- Other relevant IA job-related introductory course(s) (as determined by the individual supervisor) presented by another federal agency.

4.1.4 ~~Experience:~~

4.1.4.1 Required: One year in an assignment related to SA.

4.1.4.2 Desired: One additional year in a rotational assignment related to SA or an SA organization.

4.2 Level II Certification

4.2.1 Approved by the individual supervisor and awarded by DISAM

4.2.2 Education (Desired):

- Baccalaureate degree with a minimum of 24 undergraduate or 12 graduate semester hours in a relevant concentration area.
- Quantitative and qualitative graduate coursework in topic areas relevant to position held²

² Examples of qualitative and quantitative subject matter are contained in paragraph 7.0, *Ancillary Issues*.

4.2.3 Training:

- International Programs Security Requirements Course (NOTE: IPSR course completion credit also granted to graduates of SAM-C and SAM-O as of October 2000); and
- Intermediate functional development courses offered by MILDEP or DAU in primary area of expertise; and
- Introductory functional development courses offered by MILDEP or DAU in secondary area of expertise; and
- DISAM intermediate or refresher courses in Security Assistance (SAM-CF, SAM-CM, SAM-CS, SAM-TO, etc.), or other relevant IA job-related courses offered by DAU or other federal agency; and
- At least one formal course in leadership or management (PME may be used to fulfill this requirement).

4.2.4 Experience:

4.2.4.1 Required: Minimum 2 years total experience working with specialty in international affairs.

4.2.4.2 Desired: Additional 2 years working in any combination of rotational assignments, different responsibilities, or different organizations with IA responsibilities.

4.3 *Level III Certification*

4.3.1 Approved by DISAM Functional Council

4.3.2 Education (Desired): Master's degree with a relevant concentration for position held (such as GMAP II).

4.3.3 Training:

- International Programs Security Requirements Course (NOTE: IPSR course completion credit is also granted to graduates of SAM-C and SAM-O as of October 2000); and
- Advanced functional development course offered by MILDEP or DAU in primary area of expertise (Required); and
- Intermediate functional development course offered by MILDEP or DAU in secondary area of expertise (Required); and
- Advanced or Executive in DISAM Security Assistance course, or the International Security and Technology Transfer/Control Course offered by the DAU, or other relevant IA job-related course from another federal agency; and
- At least one advanced course in leadership or management. Professional Military Education (ACSC, Department Head Training, etc.) can be used to fulfill this requirement, as well as any number of courses included in paragraph 4.0.

4.3.4 Experience:

4.3.4.1 Required: Four years' International Affairs experience, two of which have to be within the most recent three-year period.

4.3.4.2 Desired: Additional four years working in any combination of rotational assignments, different responsibilities, or different organizations with IA responsibilities.

4.4 Continuing Education

4.4.1 The purpose of this requirement is to encourage personnel performing international affairs duties to stay current in their respective technical and functional specialties, and to gain general business management knowledge.

4.4.2 Continuing education for levels 1 and 2 consists of courses required to reach the next highest level of certification, i.e., those needed to go from Level I to II, and from II to III. (See the appropriate tables for specific requirements.)

4.4.3 For those individuals certified at Level III, the courses are not as clearly defined. Level III personnel, in order to maintain their certifications, must complete a specific number of continuing education hours during each 2-year period. DISAM will publish the Level III continuing education requirements as an update to this plan, and will also be available on the DISAM website/Professional Development page.

5.0 ~~DoD~~ IA Certification Process for Non-MILDEP Personnel

~~This process is established to provide those who are not attached to a MILDEP but are working in an International Affairs position under the cognizance of DSCA within an agency (i.e., DFAS, DLA, DCMA, etc.) the opportunity to become a certified IA professional.~~

5.1 Position Identification

5.1.1 The implementing agencies identify International Affairs' (IA) positions, and the personnel serving in them, in order to optimize agency IA capabilities. The Defense Institute of Security Assistance Management (DISAM) will document certification of these individuals, and track them by level of certification.

5.2 DSCA Certifications

5.2.1 Each organization is responsible for developing its own implementation plan. DISAM, as the DSCA Executive Agent for this program, in conjunction with the submitting organization, will review all implementation plans to ensure compatibility among the services/agencies. Agencies, which feel their target population is insufficient for developing their own agency plan, may utilize the

procedures in this plan for certification of their personnel. At a minimum, these plans will address:

- Methodology used to identify positions coded as International Affairs
- Tracking system(s) used to identify the International Affairs workforce (DISAM for non-MILDEP organizations).
- Correlation of certification levels in 4.0 to career paths contained in Section 6.0.
- Methodology and approach to handle significant initial certification requests
- Identification of Defense Organizations Functional Councils (if applicable) as described in paragraph 7.9 of this document
- Approving authorities and process for certification review and approval
- Program point of contact

5.3 Authority to Certify

5.3.1 The applicable defense agency or component will accomplish its own certification reviews for Levels I, II, and III. DISAM will approve and issue certificates based on the recommendations of the agencies other than those covered by the MILDEPs.

5.3.2 ~~NOTE: Defense organizations are encouraged to employ current personnel tracking systems to the maximum extent practicable for administering their IA workforce, including certifications.~~

5.4 Applying for Certification

5.4.1 Individuals are responsible for meeting all requirements of the certification level for which they are applying. (See paragraph 4.0.) The individual's immediate supervisor must validate the information through review of personnel records or other available means. The individual will then complete the on line application form at <http://www.personnelinitiatives.org/>. A paper copy of the application form can be requested from:

DISAM/DR
2475 K Street
Wright-Patterson AFB, OH 45433-7641

5.4.2 DISAM/DR, as the DSCA Executive Agent for this program, will review the data, and upon concurrence, issue a certificate for the appropriate level. This data will also be maintained in the DSCA certification database.

5.4.3 Certifications for all personnel are awarded in accordance with the respective MILDEP/Agency certification procedures. These procedures can be found in each service or agency certification implementation plan.

5.4.4 Each Defense Organization requesting certification for their employees will also provide the number of personnel eligible for certification (i.e. the number of IA related billets within the organization).

5.4.5 For all levels (I, II, and III), all documentation is accomplished by the individual's organization and supervisory chain. For non-MILDEP Agencies, the resultant information is then forwarded to the Defense Institute of Security Assistance Management, Director of Research (DISAM/DR), in the manner previously described, for maintenance in the appropriate database(s) and the award of the appropriate certification document.

6.0 Career Development Path Guidelines

6.1.1 The career path guidelines included here are to help individuals and supervisors understand the relationship of the different certification levels and individuals' grades.

6.1.2 Certifications at these grades are not required; this is a voluntary program. We do believe, however, that meeting these requirements for certification at the suggested levels will help our IA workforce meet the challenges of today, and those on the horizon. Therefore, these suggested guidelines notwithstanding, all personnel are encouraged to become certified at the highest level for which they qualify.

6.2 GS-5/7/9 – Target Certification - Level(s) I and II

Table 2: Career Development Path Guidelines: GS-5/7/9

| | Basic Skills | International Affairs Knowledge | Services/ Agencies/ Organizations | Cross-Discipline |
|---|--|---|---|---|
| Fundamental Skills & Knowledge | <ul style="list-style-type: none"> • Administration skills • Basic writing skills • Organizational skills • Time management • Resource management | <ul style="list-style-type: none"> • Knowledge of increasing number of IA specific tasks • General knowledge of IA | <ul style="list-style-type: none"> • Knowledge of activities within various DSCA IA field activities | <ul style="list-style-type: none"> • Knowledge of IA related discipline(s) appropriate to assigned duties |
| Competency | <ul style="list-style-type: none"> • Coordinates IA activities as directed • Performs configuration management for IA program(s) • Performs administrative functions | <ul style="list-style-type: none"> • Serves IA in a supportive capacity • Performs introductory IA duties pertaining to research and document preparation | <ul style="list-style-type: none"> • Learns IA specifics relative to the organization served | |
| Professional Development Objective | <ul style="list-style-type: none"> • Develops general knowledge of personal computer techniques • Develops oral and written communication skills | <ul style="list-style-type: none"> • Develops generalized knowledge of IA functions and disciplines | <ul style="list-style-type: none"> • Acquire knowledge of DSCA organizations and missions | |
| Desired Education | <ul style="list-style-type: none"> • Bachelor's Degree (D) | <ul style="list-style-type: none"> • IA related courses (D) | | <ul style="list-style-type: none"> • At least 24 semester hours in at least 1 Quantitative cross-discipline area of study (see paragraph 7.0.) |
| Recommended Training | <ul style="list-style-type: none"> • Functional development courses (R) • General training courses to develop basic skills, as identified under fundamental skills and knowledge | <ul style="list-style-type: none"> • DISAM, MILDEP, DoD, OPM; and other related Federal courses (R) • International Programs Security Requirements Course (R) | <ul style="list-style-type: none"> • Working toward Professional or Functional Certifications | <ul style="list-style-type: none"> • At least 3 months experience performing tasks relative to a Quantitative discipline (see paragraph 7.0.) • At least 3 months experience performing tasks relative to a Qualitative discipline (see paragraph 7.0.) • Working on Functional Specialty Training |

6.3 GS-11 – Target Certification - Level(s) I and II

Table 3: Career Development Path Guidelines: GS-11

| | Basic Skills | International Affairs Knowledge | Services/ Agencies/ Organizations | Cross-Discipline |
|---|--|---|--|--|
| Fundamental Skills & Knowledge | <ul style="list-style-type: none"> • Critical thinking • Presentation skills • Analytical skills • Leadership skills • Competent writing skills | <ul style="list-style-type: none"> • Gain knowledge of IA policy as it relates to one or more functional disciplines • Gain working knowledge of a specific IA discipline | <ul style="list-style-type: none"> • Knowledge of activities within various DSCA field activities | <ul style="list-style-type: none"> • Knowledge of laws and regulations that affect IA policy |
| Competency | <ul style="list-style-type: none"> • Manages multiple DSCA or external-organization IA activities • Develops IA material or reports • Performs administrative functions | <ul style="list-style-type: none"> • Serves in advanced support, leader, and advisory roles • Performs specific IA functions at an advanced capability • Gains experience in one of the following: Logistics, Acquisition, Training, Military Affairs, Weapons Systems, Disclosure and Technology Transfer | | |
| Professional Development Objective | <ul style="list-style-type: none"> • Increase capability to analyze, evaluate, and problem-solve | <ul style="list-style-type: none"> • Gain competency by developing and interpreting IA related financial and statistical data | <ul style="list-style-type: none"> • Obtain developmental assignments which may include lateral moves into other IA areas | <ul style="list-style-type: none"> • Start development in alternative specialty |
| Formal Education | <ul style="list-style-type: none"> • Bachelor's Degree (D) | <ul style="list-style-type: none"> • IA related courses (D) | | <ul style="list-style-type: none"> • At least 24 semester hours in at least 2 Quantitative cross-discipline courses (see paragraph 7.1.) • At least 24 semester hours in at least 2 Qualitative cross-discipline courses (see paragraph 7.1.) |
| Formal Training | <ul style="list-style-type: none"> • Management courses (D) | <ul style="list-style-type: none"> • DISAM, MILDEP, DoD, OPM, and other related Federal courses (R) • DAU MPMC Course - PMT-202 (D) • International Programs Security Requirements Course (R) | <ul style="list-style-type: none"> • Working toward Professional or Functional Certification(s) | <ul style="list-style-type: none"> • At least 3 months experience performing tasks relative to a Quantitative discipline (see paragraph 7.1.) • At least 3 months experience performing tasks relative to a Qualitative discipline (see paragraph 7.1.1) • Working on Functional Specialty Training |

6.4 GS-12 – Target Certification - Level(s) I, II, and/or III

Table 4: Career Development Path Guidelines: GS-12

| | Basic Skills | International Affairs Knowledge | Services/ Agencies/ Organizations | Cross-Discipline |
|---|---|--|--|---|
| Fundamental Skills & Knowledge | <ul style="list-style-type: none"> • Critical thinking • Presentation skills • Analytical skills • Leadership skills • Advanced writing skills | <ul style="list-style-type: none"> • Journeyman knowledge of one or more IA disciplines • Specific experience in one or more of the following: Logistics, Acquisition, Military Affairs, Weapons Systems, Disclosure and Technology Transfer, and Finance | <ul style="list-style-type: none"> • General knowledge of IA within related DSCA organizations and disciplines | <ul style="list-style-type: none"> • Knowledge of laws and regulations that affect IA policy |
| Competency | <ul style="list-style-type: none"> • Manages IA activities • Develops and delivers IA material • Performs administrative functions | <ul style="list-style-type: none"> • Performs IA in an advanced support, lead, and/or advisory role • Comprehensive knowledge of multiple IA disciplines • Gain in-depth experience in one or more of the following: Logistics, Acquisition, Military Affairs, Weapons Systems, Disclosure and Technology Transfer, and Finance | <ul style="list-style-type: none"> • Participant in multiple, inter-disciplinary Program Management Reviews • Participant in Joint Project | |
| Professional Development Objective | <ul style="list-style-type: none"> • Increase capability to analyze and evaluate | <ul style="list-style-type: none"> • Gain competency by developing and interpreting IA related financial and statistical data | <ul style="list-style-type: none"> • Obtain developmental assignments which may include lateral moves into other IA areas | <ul style="list-style-type: none"> • Start development in alternative specialty, as required |
| Formal Education | <ul style="list-style-type: none"> • Bachelor's Degree (D) | <ul style="list-style-type: none"> • IA related courses (D) | <ul style="list-style-type: none"> • Professional Military Education (D) | <ul style="list-style-type: none"> • At least 24 semester hours in at least 2 Quantitative cross-discipline areas of study (see paragraph 7.1.) • At least 24 semester hours in at least 2 Qualitative cross-discipline areas of study (see paragraph 7.1.) |
| Formal Training | <ul style="list-style-type: none"> • Management courses (D) | <ul style="list-style-type: none"> • DISAM, MILDEP, DoD, OPM, and other related Federal courses (R) • DAU International Acquisition Courses (R) | | <ul style="list-style-type: none"> • At least 3 months experience performing tasks relative to a Quantitative discipline (see paragraph 7.1.) • At least 3 months experience performing tasks relative to a Qualitative discipline (see paragraph 7.1.) • Professional/Functional Certifications • Cross-Functional Specialty Training (see paragraph 7.1.) |

6.5 GS-13 – Target Certification - Level(s) II and III

Table 5: Career Development Path Guidelines: GS-13

| ECQ | Basic Skills | International Affairs Knowledge | Services/ Agencies/ Organizations | Cross-Discipline |
|---|---|--|---|--|
| Leading Change | <ul style="list-style-type: none"> Effectively coordinates and leads significant project(s) | <ul style="list-style-type: none"> Demonstrated performance in an IA specific project/program requiring motivation and creativity skills | | |
| Leading People | <ul style="list-style-type: none"> Management and leadership skills with emphasis on organizing and leading subordinate personnel | <ul style="list-style-type: none"> Serves in DSCA advanced support, key-leader, and managerial roles | <ul style="list-style-type: none"> Proven leadership when participating in Joint Projects Leads and/or serves as an active participant in Program Management Reviews | |
| Results Driven | <ul style="list-style-type: none"> Proven project/program management skills | | <ul style="list-style-type: none"> Expert knowledge of applicable DSCA IA activities Recognized knowledge of IA activity in multiple external organizations or agencies | <ul style="list-style-type: none"> Significant experience in two or more of the following functions: Logistics, Acquisition, Military Affairs, Finance, and Weapons Systems |
| Business Acumen | <ul style="list-style-type: none"> Technical writing skills Actively pursues management and executive training Demonstrates competent supervisory skills | <ul style="list-style-type: none"> Comprehensive knowledge of multiple IA disciplines In-depth experience in two or more of the following: Logistics, Training, Finance Acquisition, Military Affairs, Weapons Systems, Disclosure and Technology Transfer | <ul style="list-style-type: none"> Professional knowledge of IA activity in one or more specific areas Broadened knowledge of the organization and operations of external governmental agencies and functions | <ul style="list-style-type: none"> Knowledge and experience in two or more of the following disciplines: finance, logistics, acquisition, policy, and law |
| Building Coalitions and Communications | <ul style="list-style-type: none"> Develops management skills with emphasis on planning and directing | <ul style="list-style-type: none"> Expanded interpersonal and political skills in one or more IA functional areas Awareness of political intervention relating to international political and economic development | | <ul style="list-style-type: none"> Continued development in functional specialties of the organization and operations of external governmental agencies and functions |
| Formal Education | <ul style="list-style-type: none"> Bachelor's Degree (D) Master's Degree (D) such as GMAP II | <ul style="list-style-type: none"> IA-related courses (D) | <ul style="list-style-type: none"> Professional Military Education (D) | |
| Formal Training | <ul style="list-style-type: none"> Mid-level Management and leadership courses (R) | <ul style="list-style-type: none"> DISAM, MILDEP, DoD, OPM, and other related Federal courses (R) DAU International Acquisition Courses (R) International Programs Security Requirements Course (R) | <ul style="list-style-type: none"> Participant in career-broadening assignments (D) Civilian Leadership Development Program Candidate (D) | <ul style="list-style-type: none"> Professional/Functional Certification(s) Functional Training, as required |

6.6 GS-14- Target Certification - Level(s) II and III

Table 6: Career Development Path Guidelines: GS-14

| ECO | Basic Skills | International Affairs Knowledge | Services/Agencies Organizations | Cross-Discipline |
|---|---|--|--|--|
| Leading Change | <ul style="list-style-type: none"> Effectively coordinates and leads multiple projects while demonstrating vision and innovative thinking | <ul style="list-style-type: none"> Expanded knowledge of IA through continuous learning, which includes a demonstrated awareness of external factors | | |
| Leading People | <ul style="list-style-type: none"> Project management skills Management and leadership skills with emphasis on organizing and leading subordinate personnel | <ul style="list-style-type: none"> Serves IA in advanced support, key-leader, and managerial roles | <ul style="list-style-type: none"> Proven leader in one or more inter- or intra-service projects | |
| Results Driven | <ul style="list-style-type: none"> Develops and delivers significant IA and technical opinions | <ul style="list-style-type: none"> In-depth knowledge of two or more IA-specific areas Global knowledge of IA | <ul style="list-style-type: none"> Demonstrates competent customer service in Program Management Reviews | |
| Business Acumen | <ul style="list-style-type: none"> Proven experience in managing a significant IA program, or a branch-level organization | <ul style="list-style-type: none"> Performs IA-specific functions from development to delivery Gain in-depth experience in Logistics, Finance, Acquisition, Military Affairs, Training, Weapons Systems, Disclosure and Technical Transfer | | <ul style="list-style-type: none"> Knowledge and experience in finance, logistics, acquisition, policy, and law |
| Building Coalitions and Communications | <ul style="list-style-type: none"> Demonstrated effective oral and written skills | <ul style="list-style-type: none"> General awareness of implications of political intervention relating to international political and economic development | <ul style="list-style-type: none"> Knowledge of IA operations in Military Departments (MILDEPs) Knowledge of IA operations in non-DoD agencies Knowledge of IA activities in DSCA | <ul style="list-style-type: none"> Broadened knowledge of the organization, and operations of external agencies and functions |
| Formal Education | <ul style="list-style-type: none"> Master's Degree (D) such as GMAP II Bachelors Degree (D) | <ul style="list-style-type: none"> IA-related courses (D) | <ul style="list-style-type: none"> Professional Military Education (D) | <ul style="list-style-type: none"> At least 24 semester hours in multiple Quantitative cross-discipline courses (see paragraph 7.1.) At least 24 semester hours in several Qualitative cross-discipline courses (see paragraph 7.1.) |
| Formal Training | <ul style="list-style-type: none"> Advanced Management courses (D) | <ul style="list-style-type: none"> DISAM, MILDEP, DoD, OPM, and other related Fed courses (R) DAU International Acquisition Courses (R) ISPR Course (R) | <ul style="list-style-type: none"> Participant in career-broadening assignments (R) Leadership Development (D) | <ul style="list-style-type: none"> Defense Leadership and Management Program (DLAMP) Candidate (D) Professional/Functional Certification(s) |

6.7 GS-15 – Target Certification - Level III

Table 7: Career Development Path Guidelines:

| ICQ | Basic Skills | International Affairs Knowledge | Services, Agencies, Organizations | Cross-Discipline |
|---|--|---|---|---|
| Leading Change | <ul style="list-style-type: none"> Expanded leadership skills with emphasis on strategic planning and directing subordinate managers | <ul style="list-style-type: none"> Understanding of an ever-changing IA strategy as it relates to DSCA and external agencies performing IA work | <ul style="list-style-type: none"> Successfully lead a major program using innovative methods | |
| Leading People | <ul style="list-style-type: none"> Developed management skills with emphasis on team-building, adjudicating program or personnel conflict | <ul style="list-style-type: none"> Successful leadership and management of a major program and/or multiple IA-related organizations | <ul style="list-style-type: none"> Demonstrated ability to lead major programs or organizations with resilience and motivation | |
| Results Driven | Why is this field blank? | Why is this field blank? | <ul style="list-style-type: none"> Demonstrated performance in problem-solving within two or more IA disciplines | <ul style="list-style-type: none"> Effectively utilizes knowledge of functional disciplines including finance, logistics, acquisition, training, policy, and law in daily duties |
| Business Acumen | <ul style="list-style-type: none"> Ability to lead and manage resources | <ul style="list-style-type: none"> Broad understanding of fiduciary responsibility for IA appropriations | <ul style="list-style-type: none"> Demonstrated expert knowledge of the DSCA mission, including interaction of government functions, organizations, and inter-department relationships | <ul style="list-style-type: none"> Knowledge and experience in two or more disciplines: finance, logistics, acquisition, policy, and law |
| Building Coalitions and Communications | <ul style="list-style-type: none"> Successfully coordinate and lead major, inter-department programs via negotiation and partnerships | <ul style="list-style-type: none"> Adept perception of consequences of political intervention relating to international political and economic development | <ul style="list-style-type: none"> Effectively and professionally established and maintained liaison with counterparts within DSCA and external agencies | <ul style="list-style-type: none"> Refined knowledge of government functions, organizations, and their interrelationships |
| Formal Education | <ul style="list-style-type: none"> Master's Degree (D) such as GMAP II Bachelors Degree (D) | <ul style="list-style-type: none"> IA-related courses (D) | <ul style="list-style-type: none"> Professional Military Education (D) | |
| Formal Training | <ul style="list-style-type: none"> Executive Leadership Schools (R) Executive Level (400 Series) Acquisition courses for ACDP personnel (D) | <ul style="list-style-type: none"> DISAM Executive Course (R) | <ul style="list-style-type: none"> Civilian Leadership Development Program Candidate (D) | <ul style="list-style-type: none"> Defense Leadership and Management Program (DLAMP) Candidate (D) Is this still relevant, given the current status of DLAMP (dormant) Professional/Functional Certification(s) |

7.0 Ancillary Issues

7.1 *Types of Training*

7.1.1 Formal Training: DISAM, as the Executive Agent for DSCA regarding this matter, will review and approve funding, as available, to satisfy personnel training and educational needs for non-MILDEP DoD personnel on an IA billet within the FMS Admin Program Objective Memorandum Process (PE20). The MILDEPs and DAs will program and budget for training of MILDEP/DA personnel in accordance with standard programming and budgeting processes.

7.1.1.1 Samples of Qualitative Subject Matter:

- International Affairs
- Management or Human Relations
- Political Science
- History
- Sociology/Cultural Anthropology
- Law

7.1.1.2 Samples of Quantitative Subject Matter:

- Program/Acquisition Management
- Business
- Cost Estimating
- Financial Management
- Logistics Systems Planning
- Research, Development and Engineering
- Test and Evaluation
- Manufacturing and Production (Operations Management)
- Economics
- Statistics
- Finance

7.1.2 Long-Term Training (LTT): Long-term training is defined as formal training or education that provides results in a certification or degree bestowment, or is an in-residence PME. Civilian nominees for LTT allocations should be processed and selected as appropriate and determined by the Defense Organizations utilizing their current in-place processes. Also, the nominations and budget process may vary for LTT.

7.2 *Career Broadening Assignments*

7.2.1 Each organization is responsible for identifying integral career broadening assignments to meet its professional development needs. The organization's host program will determine appropriate follow-on assignments, if any. The positions and exchanges listed below should be viewed as recommendations only,

with each Defense Organization utilizing relevant titles and organizational exchange parity.

7.2.2 Potential International Affairs Positions:

- Policy Research and Analysis
- Country Program Director/Manager
- FMS Case Manager, Program Manager, or Deputy PM for an International Affairs Program
- Logistics Management Specialist
- FMS Case/Line Manager
- Foreign Disclosure/Security Policy Specialist
- International Financial Management to include Accounting, Budget, and Cost Management
- Analyst (Various)
- International Cooperative Acquisition, Technology, and Logistics Specialist
- License Review Specialist
- International Educators and Trainers
- International Program-related Scientists and Engineers

7.3 *Potential Qualifying Exchanges:*

An exchange is a temporary assignment at a location other than the employees reporting location. To qualify as a successful action, the employee must meet agreed-upon criteria. The length of this assignment may vary across defense organizations, and should be consistent with personnel standard operating procedures. The types of exchanges that are available include:

- Inter-organizational
- Intra-organizational
- Rotational assignments to expand International Affairs knowledge, skills, and abilities
- Installation, Center, and Headquarters levels
- DoD Agencies
- Office of the Secretary of Defense
- Other government agencies or departments

7.4 *Tuition Assistance*

Certification requires funding for training and education commensurate with goals and objectives, with measurable data demonstrating effective usage of funds. Organizations have wide latitude in determining the appropriate usage of funds and in developing the process by which they are justified and approved. Training and education funding resourced from the FMS Administrative Fund will be programmed in accordance with current DSCA Programming Guidance and Program Decision Memorandum (PDM).

7.5 Professional Military Education

Listed below are some examples of professional military education, developmental leadership, management training, and fellowship programs available. This is not intended to be an all-inclusive list, but merely to be used as a starting point for professional development. Note that many of these also provide the opportunity the student to earn a Masters degree while completing PME.

- Command and Staff Colleges
- War College (Air War College, Army War College, College of Naval Warfare)
- National War College (NWC)
- Industrial College of the Armed Forces (ICAF)
- Industrial College of the Armed Forces, Senior Acquisition Course (ISAC)
- National Security Management Course (NSMC)
- Professional Military Comptroller School (PMCS)
- Defense Resource Management Institute (DRMI)

7.6 Developmental Leadership and Management Training

- Global Master of Arts Program (GMAP) II; partnership between Tufts University's Fletcher School of Law & Diplomacy, and DSCA
- Harvard JFK School of Government Public Policy Program
- Princeton Woodrow Wilson School of Public and International Affairs
- Stanford Sloan Program, Stanford Graduate School of Business
- Department of Defense Executive Leadership Development Program (ELDP)
- Federal Executive Institute (FEI)
- Civilian Advanced Management Program, Business and Public Policy (CAMP)

7.7 Fellowships

- Alfred P. Sloan Fellows, MIT Sloan School of Management Excellence in Government (EIG) Fellows
- RAND Fellowship Program
- Capitol Hill Fellowship Program
- Harvard Senior Executive Fellows

7.8 Professional Certifications

A variety of professional certifications exist in both the public and private sectors. Although no formal requirement exists to obtain professional certifications, individuals are encouraged to take the opportunity, as available, for personal career development.

7.9 International Affairs Certification and Career Development (IAC&CD) Council

An International Affairs Certification & Career Development Council provides senior DoD leadership the vehicle for coordinating effective and efficient International Affairs Certification and Career Development to meet DoD education, training, and career development goals and objectives. The Deputy Director, Defense Security Cooperation Agency, shall serve as Council Chair. Council members will include:

- Assistant Deputy Under Secretary of the Air Force, International Affairs (SAF/IA)
- Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA-DE&C)
- Executive Director, Navy International Programs Office (NAVIPO)
- Director, Business Operations and Comptroller (DSCA)

DISAM will serve as the executive agent for the IAC & CD Council.

7.10 Organization Functional Councils

Each Organization is responsible for the management and oversight of their ~~career development and certification implementation guidelines~~. Defense Organizations are encouraged to establish a council to provide functional oversight. This council's duties should include the establishment and continuous review of long-term and short-term career development and certification goals and objectives. The Defense Institute of Security Assistance Management (DISAM) will provide the Board with advice and counsel on matters related to education and training as required. These guidelines assume that defense organization executives are viable candidates for membership and may be permanently assigned to the council, as determined by the MILDEP or Defense Agency. DISAM will serve as the Functional Council for non-MILDEP DoD Agencies that choose not to establish their own councils.

8.0 Preferred Course List

In addition to the courses listed in Table 8, each MILDEP has an appendix to its implementation plan that lists functional course offerings. Non-MILDEP DoD IA personnel will receive the same level of credit for completing MILDEP functional training as they receive from their own non-MILDEP training, i.e., if it's a mid-level (Level II) type functional or PME course in the MILDEP appendix, it will be treated as a mid-level course in the DISAM/DSCA certification plan. Since the DoD non-MILDEP agencies have a wide variety of functional specialties, the individual supervisor has the authority to determine which functional courses within his agency's available training courses will qualify as "basic," "intermediate," and "advanced" courses for purposes of International Affairs certification.

Courses Required for Training Certification

The following listing of preferred courses is provided to assist IA Workforce Certification candidates in fulfilling their training requirements, as identified in paragraph 4.0. Certification candidates and their supervisors need to exercise rational judgment in deciding that a particular course currently listed in this appendix is compatible with the intended requirements for the certified position. A substitution criterion requires the minimum number of training days at each certification level (i.e. Level I-27 days, Level II-19 days, and Level III-19 days). Days are cumulative such that Level III requires (27+19+19) 65 days total, and Level II requires 46 days. Courses listed have a minimum of 3 days duration. However, an accumulation of 1 and 2 day courses may be acceptable in fulfillment of an "IA job related requirement" provided the minimum combined total number of days in the classroom is 3.

Table 8: Alternative Courses for Training Certification

| Level | Course | Description | Length | Pre-Requisites/ Eligibility | Provider |
|-------|---|---|--------|---|----------|
| I | SAM-C | Provides a thorough coverage of the interactions and inter-relationships of security assistance management from the highest levels of United States Government (USG) policy making, review, and approval, through the various channels of program planning, contracting, financing, pricing, billing, acquisition, transportation, follow-on support, training, and management documentation. | 10d | U.S. Government (USG) personnel, including FMS case-management contractor support are eligible. Requests for waivers will be reviewed on an individual basis by the Director, Management Studies (DISAM/DM). | DISAM |
| I | Security Assistance Management Course Logistics and Customer Support (SAM-CS) | Provides instruction on specific aspects of logistics such as the integration of the elements of the total package approach, requisitioning processing, requirements determination, details of military standards, and shipping and transportation considerations throughout the FMS case and requisition life cycle. | 5d | Any person supporting FMS logistics | DISAM |
| I | Security Assistance Management Course Overseas (SAM-O) | Provides a functional knowledge of security assistance and assistance management policies and procedures for U. S. personnel with assignments to overseas assistance organizations. | 10d | For SAO-bound personnel. | DISAM |
| I | Security Assistance Management Course Training Officer (SAM-TO) | Provides a comprehensive overview of security assistance management and the international relationships of the International Military Students Office (IMSO) and the international student. | 5d | Civilian personnel who now occupy or have been selected to occupy positions in IMSO, who are involved in the international student administration. | DISAM |
| I | DSAMS User Training | Provides an overview of DSAMS, with emphasis on how to prepare | 3d | None. | Navy IPO |

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| Level | Course | Description | Length | Pre-Requisites/ Eligibility | Provider |
|-------|---|---|--------|--|------------------------------|
| | | an LOA using the system. | | | |
| I | DSAMS New User Training (NUT) I | Introduces DSAMS, with emphasis on how to prepare an LOA using the system. | 3d | None. | NAVAIR |
| I | DSAMS Advanced User Training | Provides in-depth knowledge of DSAMS, with emphasis on how to prepare Amendments/ Modifications. - | 23d | DSAMS User Training or DSAMS New User Training (NUT) I. | Navy IPO |
| I | DSAMS New User Training (NUT) II | Provides in-depth knowledge of DSAMS, with emphasis on how to prepare Amendments/ Modifications using the system. | 3d | DSAMS User Training or DSAMS New User Training (NUT) I. | NAVAIR |
| I | African Orientation | Provides an understanding of African culture, with emphasis on protocol when traveling there. | 5d | None. | Joint Special Ops University |
| I | Asian-Pacific Orientation | Provides an understanding of Asian-Pacific cultures, with emphasis on protocol when traveling there. | 5d | None. | Joint Special Ops University |
| I | Latin American Orientation | Provides an understanding of Latin American culture, with emphasis on protocol when traveling there. | 5d | None. | Joint Special Ops University |
| I | Middle Eastern Orientation | Provides an understanding of Middle Eastern culture, with emphasis on protocol when traveling there. | 5d | None. | Joint Special Ops University |
| I | Russian, Central European, and Central Asian Orientation | Provides an understanding of Russian, Central European, and Central Asian cultures, with emphasis on protocol when traveling there. | 5d | None. | Joint Special Ops University |
| II | Security Assistance Management Course Financial Management (SAM-CF) | Encompasses a broad variety of topics, including AECA, FMS pricing, flow and accounting of funds, FMS Trust Fund, expenditure authority, and billing. | 4 ½d | SAM-C Course or extensive SA financial management experience, or combination of DISAM on-site course (SAM-OS) and 1 year of SA experience. | DISAM |
| II | Security Assistance Management Course Case Management (SAM-CM) | Encompasses a broad variety of topics, including pertinent applications of the AECA and other statutory requirements; DoD and Service implementing directives; FMS policy, program requirements, and management actions; and available automated information systems. | 5d | SAM-C or SAM-OS, in combination with 1 year of SA experience. | DISAM |

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| Level | Course | Description | Length | Pre-Requisites/ Eligibility | Provider |
|-------|--|--|---------------------------|---|------------------------------|
| II | Security Assistance Management Course Case Reconciliation and Closure (SAM-CR) | Provides a comprehensive understanding and application of the policies, methods, systems, and actions necessary for effective and continuous case/line reconciliation from case/line implementation through final closure. | 4 ½d | SAM-C or extensive SA financial management experience or 1 year of SA experience and completion of the SAM-OS course. SAM-CF is desirable. | DISAM |
| II | Security Assistance Management Course Overseas (SAM-O) | Provides a functional knowledge of security assistance and assistance management policies and procedures for U. S. personnel with assignments to overseas security assistance organizations. | 10d | Currently or selected for positions as DAO or SAO to provide additional breadth of overseas' personnel. | DISAM |
| II | Security Assistance Management Training Automation Workshop (SAM-TA) | Provide students the skills and experience necessary to make maximum use of the currently available automated systems that support the security assistance training program, | 5d | SAM-O or SAM-F and more than one year of security assistance training-management experience and significant experience using the Training Management System (TMS). | DISAM |
| II | PMT 250, Program Management Tools Course (PMTCT) | Provides application skills needed in a program office or as an Integrated Product Team leader. | 26h on-line (equal to 3d) | GS-12 and GS-13. | DAU Distance Learning Course |
| II | Security Assistance Management Advanced Resource Management Seminar (SAM-AR) | Provides students the advanced skills and learning experience necessary for effective management of resources (fiscal, property, and personnel) at the security assistance officer level. | 5d | SAM-O or SAM-F and one year of security assistance resource-management experience. | DISAM |
| II | Security Assistance Management Course International Training Management (SAM-IT) | Provides an opportunity to study the currently available automated systems that support the security assistance training program. | 3d | Training managers who now occupy, or have been selected to occupy, security assistance management positions in international purchaser/recipient countries. Recommended to follow and complement SAM-F course | DISAM |

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| Level | Course | Description | Length | Pre-Requisites/ Eligibility | Provider |
|-------|--|--|---------------------------|---|------------------------------|
| II | PMT 250 - Program Management Tools Course (PMTTC) | Provides application skills needed in a program office, or as an Integrated Product Team leader. | 26h on-line (equal to 3d) | GS-12 and GS-13. | DAU Distance Learning Course |
| III | Security Assistance Management Course Advanced Training (SAM-AT) | Provides international training management information at an advanced level to DISAM graduates who have been working in their jobs for at least several years. | 5d | SAM-C, SAM-O, SAM-CO, SAM-OS, SAM-OC, SAM-E, SAM-F, or SAM-TO | DISAM |
| III | SAM-E | Provides an overview of the entire SA management process and addresses the many facets of SA policy, planning, legislation policy, financial management, transportation, logistics, and training management. | 5d | USG employees and U.S. industry personnel are eligible. Should be programmed for, or assigned to, SA activities, or in related positions in international logistics, financial management, and training activities. Requests for waivers will be reviewed on an individual basis by the Director, Management Studies (DISAM/DM) | DISAM |
| III | PMT-401 Senior Acquisition Course | Required for DPM/PM/DPEO/PEO | 10w | PMT-302. | DAU |
| III | ACQ 402, Executive Management Course (EMC) | Defines better ways to support, guide, and oversee acquisition programs through case studies, faculty discussion, guest speakers from the DoD community, and other course participants. | 15d | None. | DAU |
| III | ACQ 405, Executive Refresher Course (ERC) | Focuses on change and paradigm reconstruction to provide participants with current information and knowledge on evolving acquisition policies and lessons learned. | 10d | PMT 302 - Advanced Program Management Course (APMC). | DAU |
| III | PMT-401 Senior Acquisition Course | Required for DPM/PM/DPEO/PEO | 10w | PMT-302. | DAU |
| III | ACQ 402 - Executive Management Course (EMC) | Defines better ways to support, guide, and oversee acquisition programs through case studies, faculty discussion, guest speakers | 15d | None. | DAU |

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| Level | Course | Description | Length | Pre-Requisites/ Eligibility | Provider |
|-------|--|--|--------|--|----------|
| | | from the DoD community, and other course participants. | | | |
| III | ACQ 405 - Executive Refresher Course (ERC) | Focuses on change and paradigm reconstruction to provide participants with current information and knowledge on evolving acquisition policies and lessons learned. | 10d | PMT 302 - Advanced Program Management Course (APMC). | DAU |

Note: Functional area education and training courses may be found in Appendices D of the MILDEPs' certification plans or within the agency-specific training program listings.

INTERNATIONAL AFFAIRS CERTIFICATION PROGRAM AND PERSONNEL SYSTEM IMPLICATIONS

Guidelines for Supervisors

Background: Provision for certifying personnel in International Affairs (IA) duties is contained in the *DOD IA Certification and Career Development Guidelines* of 7 November 2001. The Defense Institute of Security Assistance Management (DISAM) has developed an implementation plan for certifying personnel in non-MILDEP DoD Agencies who desire and meet the criteria of the applied-for level (I, II, or III).

Purpose: It is expected that practitioners within the International Affairs profession working for the DoD will find the information on certification and related career development extremely helpful. As International Affairs professionals advance throughout their careers and receive recognition through participation in the certification process, the government will benefit from their dedication and attention to their careers. Certification provides a means to recognize professional accomplishments and enables supervisors to employ the workforce in ways commensurate with the demands of the IA Community. The program is geared to provide workforce shaping, personnel career development. It also provides an avenue for meaningful training and experiences for both participants and their supervisors.

Guidelines: ~~The most important fact to remember is that this program is voluntary. Because of this, it may not be used as a qualifying factor in the hiring process. This means that it cannot be stated in the Job Opportunity Announcement (JOA) as a mandatory qualification criterion.~~ Certification in this program can be stated on the JOA as a desirable factor. Additional guidance follows:

- It may not be used as or part of a critical element in an employee's performance appraisal. As such, an employee's performance evaluation may not be influenced by his/her participation in this program.
- No Performance Improvement Plan (PIP) may include reference to this program. Consequently, an employee cannot be disciplined for failure to adhere to this program's requirement.
- It may not be used to judge an employee's initiative, which under other circumstances is oftentimes used as a criteria for assessing promotion potential.
- Specific courses or programs, identified in the "career development" portion of the Program's guidance, may be included in an employee's Individual Development Plan (IDP). IDP reference to the IA Certification Program as a whole is not appropriate.

- Because the DoD Plan and all MILDEP plans are reciprocal, each respective level of certification (I, II, or III) can be viewed equally regardless of the respective service background of the applicant.
 - ✓ When considering the merits of an employee applying for a vacancy, a more thorough review of the resume may be needed as functional aspects of a person's background/training may vary (i.e., acquisition, finance, logistics, training, country program management, etc.).
 - ✓ To the maximum extent possible, supervisors should leverage mandatory certification programs (e.g., DAWIA for acquisition) so as to not otherwise require completion of coursework for similar aspects of the IA Certification Program.
 - ✓ This program, in concert with other career guidance (such as specific work or performance plan or general expectations of career progression), may be used as an individual and supervisory aid in career development.
- The IA Certification plan:
 - ✓ Identifies experience, training, and education requirements for each level of certification.
 - ✓ Contains career development path guidelines.
 - ✓ Provides sample duties for career broadening.